

ADMINISTRATIVE

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8 December 1971

MEMORANDUM FOR: Deputy Director of Personnel

SUBJECT : Improving Personnel Planning and Use of PMMP in FY 1973

1. Now that the Agency's basic approach to strength and average grade reductions has been decided, it is time to think about the kinds of planning effort and documentation that would be most conducive to improving staffing management in FY 1973 and beyond. Not in years has there been a more apparent need for the systematic examination of current and emerging personnel problems within all of the Career Services, followed by an evaluation of significant issues at the Directorate and Agency levels.

a. Ceiling cutbacks in FY 1972 and FY 1973 will precipitate many disparate piecemeal and interactional personnel consequences that cannot be fully anticipated or understood unless put down in a format that highlights prospective changes in accessions, separations, promotions, and on-duty-strengths. Acquiring such data is a prelude to good judgment and action.

b. In the Executive Committee, the Deputy Directors and the Executive Director continue to manifest an interest and responsibility in the consideration of personnel matters that transcend parochial concerns. As a group, they should be given pertinent information on the personnel situation throughout the Agency.

c. Recent assertions by the Director, Executive Director, and other senior officials have attested to the increasing requirement for more effective manpower utilization during a time of scarce resources. The Director's recent concern with doing more with less and increased employee productivity are cases in point. New initiatives will entail a variety of approaches, but common to them all is the need for the systematic assembly and analysis of information showing the nature and significance of personnel problems throughout the Agency. Getting an integrated summary of information to senior officials is an imperative that can only be achieved after all Career Services have used essentially the same approach in reviewing and reporting upon the specific problems confronting their own areas.

2. In retrospect, we were probably correct in using a low-key approach in obtaining PMMP returns from the Career Services, although we suffered from varying Career Service participation. For example, the Clandestine Service made no effort to use PMMP in its area; and you will recall that representatives of that Service indicated they would have to

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await the next Fiscal Year to participate. Discussions of the Deputy Director for Support with his Office Heads, growing out of the PMP exercise, presumably were worthwhile. Plans Staff was in the middle of discussions with DDS&T and DDI representatives regarding the proper form of their Career Service Situation Reports covering the Directorates when the Agency was confronted by the personnel reductions and average grade exercises. This unexpected development effectively preempted further action on the PMP package, which as you know focuses on the future relationship between expected personnel movements and promotional headroom needs. It became academic to ponder the promotional problem years hence when prospective strength and average grade reductions raised a serious question about the capacity of the Agency to promote anybody in the ensuing 12 months.

3. Given the expected personnel climate in the next two years and the likelihood of major personnel changes evolving in future years from organizational, functional, and technological changes, it appears that PMP forms should not be used as they were originally designed. As a process, however, PMP is very alive, indeed. I believe we can now move ahead during the next two or three months to reactivate personnel planning for FY 1973 through the PMP process. It is an on-going process approved by the Deputies, thoroughly explained by Mr. Wattles and others, and understood by rank and file personnel line officials after having worked with it the last year.

4. Although reactions to PMP were generally favorable, there was a basic objection to the 10-year planning period. Most people involved in the process felt that detailed personnel anticipations and decisions become fanciful when projected for too many years. It was also apparent from an evaluation of the PMP reports that the content of the Advanced Staffing Plans should coincide with the staffing requirements, by grade levels, reflected in the PMP. Moreover, the FY 1972 Personnel Staffing Plans, prepared by the Career Services in connection with the average grade exercise, proved to be helpful techniques for estimating probable levels of separations, promotions, and accessions. After reflecting upon these various documents and their interrelationships, I have concluded that elements of each should be combined into two planning documents that would permit us to acquire detailed data for FY 1973 and broader information about personnel problems and trends during FY 1974-1976. I feel confident that implementation of this kind of systematic planning by Career Services, coupled with appropriate reporting to senior management, would be a major step forward. Importantly, it would provide a method for improving the linkage between program changes and personnel support which the Director is obviously seeking to achieve.

5. Since personnel officers are familiar with the processes called for in the attached forms, I believe we could begin this program with limited difficulty on or about the middle of February and require the Career Services to conclude their work by the middle of April. Career Service Situation Reports then could be analyzed by Directorate representatives, and Directorate Career Service Situation Reports could be developed by the end of May. This timetable would leave a 30-day period for follow-up on any Career Services that were behind in meeting the schedule.

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6. As we discussed on the phone a few days ago, it would seem appropriate to informally discuss the proposed use of a modified PMMP program in FY 1973 with the Assistant Deputy Director for Support. As you are aware, he was primarily responsible for securing the approval of the Deputy Directors to use this system in the Agency and played a primary role subsequently in its implementation. Once we have obtained his approval for the proposed approach to PMMP, I would think O/ITS and the OP should take action jointly in apprising the Executive Committee, in a forthcoming meeting, of our plans for using a modified PMMP in FY 1973. Specific agreement should be obtained in the meeting that all Career Services will participate and maintain the same time schedule.

SIGNED

[REDACTED]
Chief, Plans Staff

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2 Atts

Revised PMMP Forms 1 and 2

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OP/PS [REDACTED] jmm (7 Dec 71

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